

District of Columbia
Department of Energy and Environment



**NOTICE OF FUNDING AVAILABILITY
AND
REQUEST FOR APPLICATIONS (RFA)**

Municipalization Study
(Short name: Muni Study)
RFA # 2017-1717-EA

Publication Date: 3/31/2017

Application Deadline: 4/28/2017 at 4:30pm

Government of the District of Columbia
Department of Energy and Environment
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SECTION 1. GENERAL INFORMATION

1.1 Introduction

The Department of Energy and Environment (“DOEE”) solicits grant applications from eligible entities (called “Applicants”). As a part of the Fiscal Year 2017 Budget Support Act of 2016, (D.C. Official Code § 6091 et seq.) DOEE was tasked with conducting, through a competitive grant, a feasibility study of municipalizing the electric utility serving the District. This Request for Applications (RFA) is looking for a qualified applicant to conduct this study. The ENERGY ADMINISTRATION (EA) (“EA”) of DOEE will administer this RFA.

1.2 Purpose of the Grants

The purpose of this grant is to study the municipalization of utilities and to research innovative practices that can help utilities address the challenges and opportunities of the changing energy landscape in the 21st century.

1.3 Source of Funds

The source of funds for the grant is DC Local Funds .

1.4 Competition for a Grant Award

This RFA is competitive. Each Applicant must demonstrate its ability to carry out the activities for the grant for which it applies (called a “project”). A review panel will evaluate the applications for each advertised grant according to the stated list of criteria in each project’s description. The proposal/s with the highest score/s will be awarded the grant.

Specifically, grant awards will be made based on eligibility (Section 1.6), the extent to which the proposed project fits within the scope and available funding of the grant, strength of the application, and the organization’s capacity to achieve the grant’s goals.

Each Applicant may submit an application for more than one project, if applicable. If an Applicant responds to more than one project, it must do so in a separate proposal and submit all corresponding required documents.

1.5 Projects and Funds Available

DOEE seeks applications for:

Project Number	Project Name	Project Amount
1	Municipalization Study	\$100,000.00

1.6 Eligibility

The following are eligible to apply if an “x” appears:

- ☒-Nonprofit organizations, including those with IRS 501(c)(3) or 501(c)(4) determinations;
- ☐-Faith-based organizations;
- ☐-Government agencies
- ☒-Universities/educational institutions; and
- ☒-Private Enterprises.

Continuing conditions of eligibility are that the information in the application is complete and truthful and that the Applicant at all times is able to meet any material conditions stated in its application. For instance, if an Applicant’s ability to fulfill the terms of the grant is based on the availability of skilled staff and those staff should leave after the application’s submittal or the grant award to the Applicant, the Applicant has the responsibility to advise DOEE in writing of this change in material conditions. Another example of change in material conditions that could result in the loss of eligibility would be the loss of the Applicant’s tax-exempt status.

1.7 Definitions

District - The District of Columbia.

Grantee - The person provided a grant by the District, including a sub-grantee.

Person - A natural person or a legal entity, including a partnership, firm, association, joint venture, public or private corporation, trust, estate, commission, board, public or private institution, cooperative, the District government and its agencies, and the federal government and its agencies.

Writing - A tangible or electronic record of a communication or representation, including handwriting, typewriting, printing, photostat, fax, photography, word processing computer output, and e-mail. A "signed" writing includes an electronic symbol or process attached to, or logically associated with a writing, and executed or adopted by a person with the intent to sign the writing.

1.8 Permissible Use of Grant Funds

A Grantee may use grant funds only for allowable grant project expenditures. Grant funds related to work performed will be provided on a reimbursement basis, except that an advance of funds may be provided for grant administration expenses in limited circumstances for good cause approved by DOEE at its sole discretion.

1.9 Grant Monitoring

In its sole discretion, DOEE may use several methods to monitor the grant, including site visits, periodic financial reports and the collection of performance data. Each grant is subject to audit.

1.10 General Terms and Conditions

Appendix 1, “General Terms and Conditions” is incorporated by reference in this RFA. Applicants and Grantees must comply with any and all applicable terms and conditions outlined in Appendix 1.

1.11 RFA Conditions - Promises, Certifications, Assertions, and Assurances

Appendix 2, “Applicant’s Promises, Certifications, and Assurances” (“PCA”), is incorporated by reference in this RFA.

1.12 DOEE’s Authority to Make Grants

DOEE has grant-making authority under:

- The Renewable Energy Portfolio Standard Act of 2004 (D.C. Law 15-340, D.C. Official Code §§ 34-1431-40), including § 34-1436(b) and (c)
- The Water Pollution Control Act of 1984, effective March 16, 1985, as amended, (D.C. Law 5-188; D.C. Official Code § 8-103.01 *et seq.*);
- The District Department of the Environment Establishment Act of 2005, effective February 15, 2006, as amended, (D.C. Law 16-51, D.C. Official Code § 8-151.01 *et seq.*);
- The Comprehensive Stormwater Management Enhancement Amendment Act of 2008, effective March 25, 2009, (D.C. Law 17-371; D.C. Official Code § 8-152.01 *et seq.*); and
- Other applicable laws and regulations.

1.13 Conflicts between RFA and Applicable Law

If any requirement of this RFA conflicts with a provision of any applicable law, including a District or federal law or regulation, the applicable legal provision shall control.

SECTION 2. SUBMISSION OF APPLICATION

2.1 RFA Release Date

The release date of this RFA is 3/31/2017.

The announced informational meeting and conference call will be held on 4/4/2017 at 10:00AM EST. Visitors can check in at the 5th floor reception of DOEE, 1200 1st Street NE, Washington DC 20002. Participants may also call in. The call number is (877) 730-3868 and conference code is 7706597

2.2 Obtaining a Copy of the RFA

A person may obtain a copy of this RFA at doee.dc.gov or by requesting a copy through any of the methods listed in Section 2.6. Please add to any note the heading “RE: RFA 2017-1717-EA.”

2.3 Applications: When, What, and Where

When: All applications must be received at the address below by 4:30 p.m. on 4/28/2017.

Applications will be dated and recorded as “received” pending review by DOEE for completeness. DOEE considers an application to be “filed” only if all the required materials are submitted. Late or incomplete applications will be considered received, not filed.

What: The contents of the Application are specified in Section 3. Each applicant must submit:

Five paper copies of the application; and

One electronic copy.

The Department will not receive faxed copies.

Where: The paper copies must be filed with DOEE at the following address:

District of Columbia Department of Energy and Environment

**RFA – Grants
1200 First Street NE
5th Floor
Washington, DC 20002**

Attn: RFA 2017-1717-EA

Email an electronic copy, formatted as a .pdf file, to: energygrants@dc.gov

2.4 Award Announcement

DOEE expects to notify each Applicant in writing of its award status within six weeks after the application due date.

2.5 Updates and Questions and Answers (Q & A)

Additional information may become available before the application is due. It is the Applicant's responsibility to stay up-to-date on the status and requirements of the grant for which it is applying.

DOEE welcomes questions seeking clarification of matters in this RFA. Questions about the RFA should be sent to energygrants@dc.gov with "RE: RFA 2017-1717-EA" in the subject line.

DOEE will publish updates and Questions and Answers (Q&A) regarding the RFA at doee.dc.gov. DOEE will also create an email list to send updates and information regarding the RFA. A person can be put on the email list by immediately emailing energygrants@dc.gov with the subject line "RE: RFA 2017-1717-EA – Add me to the email list."

DOEE will provide the information to those on the email list at the same time the information is uploaded to the DOEE website. Paper copy updates will be available for pickup at DOEE's offices by appointment. DOEE will not mail out updates or Q&A materials.

The cut-off date for receipt of any questions is one week prior to the application deadline.

2.6 DOEE Contacts

DOEE can be contacted about this RFA (use the RFA's short name and number whenever possible) by:

- (a) **Emailing** energygrants@dc.gov with "RE: RFA 2017-1717-EA" in the subject line;
- (b) **In person** by making an appointment with Kyle Haas at (202) 673-6741 and mention this RFA by name; or
- (c) **Write** DOEE at 1200 First Street NE, 5th Floor, Washington, DC 20002, Attention: Kyle Haas RE: RFA 2017-1717-EA on the envelope.

SECTION 3. APPLICATION CONTENT

3.1 Format

Proposals should be formatted as follows:

- (a) Use plain, white, 8 ½” x 11” recycled paper with one-inch margins.
- (b) Applications should be double-sided to the extent possible;
- (c) Limit each project description to 15 double-spaced pages. Budget tables, flowcharts, photographs, the work plan, and other supporting documentation may be attached in addition to the project description
- (d) Staple the application in the top left-hand corner. Do not use a plastic cover or other form of binding.

3.2 Proposal Content

DOEE intends to fund a project that will benefit the environment, and, in particular, the environment of the District. The proposal should use the following format and explain, in increasing levels of detail, how the Applicant will accomplish this.

(Note: Before drafting the proposal, please read the project description very carefully to see if there are restrictions for the DOEE grant. For instance, certain activities might be required to take place in the District or the scoring might give extra points to labor sourced in the District.)

(a) Cover Sheet

Include a cover sheet in the format specified in Appendix 3.

(b) Project Summary

Provide a brief introduction (one or two paragraphs) that summarizes the proposal.

(c) Project Description

Present the quantifiable outputs and how to measure the project’s success. This will require identifying the target audience, explaining how the chosen methods will produce the outputs, and what resources must be expended to achieve the outputs identified. In presenting the project team and the budget, ensure that expenditures identified are those that the grant can reimburse.

(1) Purpose and Objectives

State how the project will benefit the environment and identify its targets or objectives.

(2) Target Audience

Identify the target audience and address how the project will engage the target audience. For instance, if the project has an educational component, describe who the target audience is (e.g., high school students, low-income residents, etc.), how the project will educate the target audience, and how educating this audience will benefit the environment.

(3) Project Outcomes, Outputs, and Activities

Explain the expected project outcomes, the project outputs that will produce the outcomes, and the activities that make the outputs possible.

A *project outcome* is a medium- to long-term result that occurs and/or continues after the project ends. Outcomes tend not to be quantified, because they are typically statements of relative conditions. For example, outcomes – not necessarily associated with this project – might include improved health of residents, an adequately sized riparian buffer, or increased public awareness of the effects of human activities on the health of the Chesapeake Bay.

An output is a short-term result achieved at the end of the project period. Outputs can and should be quantified. For example, an output might be described as providing watershed education to 100 students, installing 200 square feet of green roof and an informational sign, or cleaning two acres of land of invasive plants.

Activities are undertaken to achieve the outputs and outcomes. For example, if the project involves teachers, the proposal would explain how the Applicant will recruit the teachers, what the teachers will do, and if any experience or research supports the proposed use of teachers.

The proposal should connect the projected outcomes with the outputs, and the outputs, in turn, to the funded activities. This enables reviewers to evaluate what the proposed project will achieve if funded.

(4) Methods

Describe how the Applicant will use people and resources to accomplish the proposed activities.

(5) Measurement of Project Success

Provide quantifiable measurements. For example, a trash removal project might measure the pounds of trash removed, while a stormwater project might measure the amount of stormwater captured. Also, if there are key tasks in the project, the proposal should identify the milestones necessary to produce the stated outputs.

(6) Project Budget.

Present a project budget and budget narrative.

An example of a project budget table, with categories that DOEE examines, appears in Appendix 4. The narrative should explain each budget line item. The explanation should be thorough enough to allow a reviewer to understand why expenditure levels were chosen and how the line item amounts were derived. The narrative should list its principal assumptions - for example, "senior staff are paid \$xx per hour times xx hours."

The proposal may use the budget format in Appendix 4. If the Applicant's own internal budget format is more detailed and covers each of the indicated line items, the Applicant may use its budget format. The budget must state the total cost of the project, even if the total exceeds the amount of the grant.

If the Applicant seeks an advance payment, it must request advance payment in its proposal and explain why an advance payment is requested. See Section 6.2.

Resources other than those being funded under the grant should appear in the column titled "Non-DOEE Match," meaning the Applicant intends to provide the indicated resources (i.e., the "match," and that the resources do not come from DOEE). Entries in this column would include both dollars and the value of the in-kind contributions. For example, in-kind contributions can include staff time, volunteer services, already-paid licensing fees, materials, supplies, and the use of equipment or real estate.

Volunteer hours provided to a grantee or sub-grantee must be valued at rates consistent with those the Applicant's organization ordinarily pays for similar work, including salary and fringes. If the grantee or a sub-grantee does not have employees performing similar work, the rates must be valued the same as rates ordinarily paid by employers in the same labor market for similar work.

The Applicant must verify that all costs in the budget are allowable and verifiable (see the examples of allowable costs and non-allowable costs listed below). DOEE will require documentation for grant payments, and the entire grant will be subject to audit.

Typical allowable costs are:

1. Rental of office space, some vehicles, and some equipment;
2. Employee salaries and benefits;
3. Contractor labor, including professional services;
4. Accounting and bookkeeping services;
5. Communications, including telephone and data services;
6. Printing, reproduction, including signage;

7. Materials and supplies;
8. Computers and printers;
9. Small tools;
10. Some field equipment, typically below \$5,000 in value;
11. Postage and shipping;
12. Necessary travel, meals and lodging; and
13. Insurance.

If the category or size of the expenditure is not obviously connected to the proposed project, the proposal should justify it. For example, a project to install a \$100,000 trash trap should discuss how the particular equipment was identified and why the price is the best for the project.

Non-Allowable Costs include:

1. Most major equipment, like vehicles;
2. Lobbying, including salaries and overheads and out-of-pocket expenses;
3. Entertainment;
4. Interest payments on loans;
5. Most food; and
6. Land purchases.

(a) Applicant.

(1) Organization.

Describe the organization's history, mission, and current or past projects that demonstrate the organization's capacity to achieve the project's goals. This section should be limited to one page. To provide further information, the Applicant can reference its website or attach organizational brochure or resume.

(2) Key personnel.

Identify the key team members for the project and provide brief biographies or their resumes. The team members can be staff, volunteers or contractors.

(3) Past performance on District Grants/Contracts.

Identify District agencies from which the Applicant has received funding as a contractor, grantee, or partner in the past five years and provide specific information including:

- The grant(s) or contract(s) title;

- The District agency/agencies;
- The grant number(s), contract number(s), or other identifier(s);
- The amount(s) paid; and
- What was accomplished as a result of the funding(s).

Briefly describe any disputes, investigations, or audits related to any of these District grants or contracts, grants, or partnerships in the past five years.

(4) Partners.

Sometimes partnerships can improve the success of a project. These partnerships might be with government agencies, nongovernmental organizations (NGOs), companies, or individuals. If a partner is to be involved in the project, the Applicant must describe the partner's involvement and resource commitments. The proposal must identify and attach a letter of support on the partner's letterhead, signed by an authorized official if the partner is a government agency, NGO, or business entity.

In lieu of a letter, an Applicant may attach an email from the partner (or an authorized official if the partner is a government agency, NGO, or business entity) that states support of the project and identifies the partner's name, address, website, and a contact name, telephone number, and email address.

For the following types of partners, provide the documentation indicated.

i. District of Columbia Public Schools

If the Applicant will work with the District of Columbia Public Schools (DCPS), it must include a letter of support from the principal of each school with which it will work, and, if available, from each participating teacher. Teachers and principals may send a joint letter.

ii. Property Owner

If the Applicant will work on public land, it must submit a letter of support from the managing agency. Similarly, if the Applicant is to work on private land, it must submit a letter of support from each property owner. If the project includes construction or installation, the letter must acknowledge that the property owner will be responsible (either directly or through an agreement with another entity) for project maintenance.

iii. Partnering Organization

If the Applicant has identified a project partner, it must include a letter of intent from the collaborating organization/s, agreeing to participate in the proposed project. The letter should

demonstrate that the partnering organization understands the project presented for funding and the activities and/or services that the partner will provide.

iv. National Park Service

Projects that would be carried out on National Park Service (NPS) property will require NPS permission. Sometimes the paperwork supporting such permission takes extra time to complete. DOEE will accept more informal statements generated by responsible NPS officials, including emails.

3.3 Work Plan

The application must include a proposed work plan that describes the timeline for project implementation.

3.4 Required Documents

Each of the following documents must be filed as part of the proposal package. If the document is not in this filing, DOEE may classify the grant application as “received” but not “filed,” as specified in Section 2.3. However, if a government agency must issue a required document, and the Applicant has requested the document but not received it, DOEE may accept a copy of the Applicant’s request to the agency for the purpose of deeming the Application “filed.”

(a) Certificate of Good Standing

Each Applicant must submit a current Certificate of Good Standing from the District Department of Consumer and Regulatory Affairs. DOEE requires that the submitted Certificate of Good Standing reflect a date within a six-month period immediately preceding the application’s submission.

(b) Promises, Certifications, Assertions, and Assurances

Each Applicant must sign and submit the “Promises, Certifications, Assertions, and Assurances” (“PCA”) in Appendix 2. Signing the PCA is a condition of eligibility for this grant. If the Applicant is not prepared to sign the PCA, it should not apply for a grant. Compliance with the promises, certifications, and assurances in the PCA is a continuing condition of eligibility for this grant.

The PCA must be signed by the Applicant or, if the Applicant is an organization, by a duly authorized officer of the organization.

The PCA also includes a sworn statement verifying that the Applicant is not in arrears (i.e. is “current”) on all obligations outstanding to the District, including all District agencies. The

Applicant must be “current” as of the date of the application and the date of a grant award. DOEE requires, as a condition of continuing eligibility, that a grantee stay current on such obligations during the period of the grant.

(c) IRS W-9 Tax Form

The Applicant must submit a current completed W-9 form prepared for the U.S. Internal Revenue Service (IRS). DOEE defines “current” to mean that the document was completed within the same calendar year as that of the application date.

(d) Tax Exemption Affirmation Letter

The tax exemption affirmation letter is the IRS’s determination letter of non-profit status. If this letter is not available, then the Applicant should provide its most recent IRS Form 990 tax return, if one was submitted. If no return has yet been filed, the organization can submit its application for tax-exempt status. If the group has a supporting organization with an IRS tax-exempt status determination, then that organization’s tax exemption affirmation letter should also be submitted.

If there is no IRS tax exemption affirmation letter because the organization is a religious organization, then the Applicant may submit the best evidence it can of its status. Examples of potential best evidence for this purpose include, but are not limited to (i) a letter from the leader of the organization verifying that the organization is a religious group; (ii) a letter from the group’s board chair or similar official, verifying that the organization is a religious group; (iii) the Applicant’s most recently submitted state sales or other tax exemption form, if it exists (Form 164 in the District of Columbia); or (iv) the state’s issued tax exemption certificate or card, if it exists. (*See IRS publication no. 1828, Tax Guide for Churches and Religious Organizations.*)

(e) Applicant’s Current Fiscal Year Budget

The Applicant must submit its full budget, including projected income, for the current fiscal year, using a format at least as detailed as that presented in Appendix 4. Also, the Applicant should submit a comparison of budgeted versus actual income and expenses of the fiscal year to date.

(f) Applicant’s Financial Statements

If the Applicant has undergone an audit or financial review, it must provide the most recent audited financial statements or reviews. If audited financial statements or reviews are not available, the Applicant must provide its most recent complete year’s unaudited financial statements.

(g) Separation of Duties Policy

The Applicant must state how the organization separates financial transactions and duties among people within the organization in order to prevent fraud or waste. This may be a statement that already exists as a formal policy of the organization, or the Applicant may create the statement for purposes of the application. The applicant should state which of these situations apply.

This statement should:

- Describe how financial transactions are handled and recorded;
- Provide the names and titles of personnel involved in handling money;
- Identify how many signatures the financial institution(s) require on the organization's checks and withdrawal slips; and,
- Address other limits on staff and board members' handling of the organization's money.

(h) System for Award Management (SAM) with federal government

If a project within this RFA is funded wholly or partially by federal funding sources, applicants for that project must be registered in the System for Award Management at www.sam.gov and provide evidence of this registration as part of its application package to DOE.

SECTION 4. REVIEW PANEL AND APPLICATION SCORING

4.1 Review Panel

This is a competitive grant. The review panel for the RFA will be composed of individuals with knowledge in the areas directly related to the RFA. The review panel will review, score and rank each Applicant's proposal.

The panel will recommend the top scorer for award of the grant.

Review panels vary in size, but typically are made up of three to five people. At least two members of the review panel will be from DOE staff. Whenever practicable, each panel will include at least one person from outside of DOE.

4.2 Scoring Criteria

The reviewers score each proposal according to a list of criteria and the points available for each criterion. See section 7

The applicant should read the grant description carefully to determine if matching funds or resources are required or if preference points are offered for matching funds.

SECTION 5. GRANTEE DOCUMENT REQUIREMENTS

5.1 Submissions If Applicant Will Receive the Grant

Upon acceptance of a grant award, the Grantee must provide the following documents.

(a) Certificate of Insurance

The Grantee shall submit a certificate of insurance giving evidence of the required coverage outlined in Appendix 1, General Terms and Conditions. DOEE will presume that the budget covers the cost of this required insurance and will not later adjust the grant award for this amount.

(b) Assurance of Continued Truth and Accuracy

The Grantee shall reaffirm upon acceptance of the grant award that the statements it signed in support of its application are still true and correct, or, if not, what has changed. See also Section 1.6.

SECTION 6. FILING REQUIREMENTS GENERAL PROVISIONS

6.1 Reporting Requirements

The grantee must submit the following reports as a condition of continuing eligibility for funding.

(a) Quarterly Status Reports

DOEE will provide a quarterly status report template with the grant award. These reports, which discuss grant activities for the preceding quarter, will be due on each of the following dates.

Quarter 1 (January - March):	April 15
Quarter 2 (April - June):	July 15
Quarter 3 (July - September):	October 15
Quarter 4 (October - December):	January 15

If a report's due date falls on a weekend or District holiday, the report will be due the next business day.

The report must detail: actions taken in the quarter preceding the report date, highlight outputs achieved, provide a financial update, and describe unforeseen changes to project timetable, staffing, or partnerships, as well as any other changes that may affect project outcomes.

(b) Final Report

DOEE will provide a final report template with the grant award. This report includes quantification by the grantee of the project's outputs and describes the extent to which project outcomes met or will meet the objectives of the funded proposal. The template requires submission of data and analysis of the data.

6.2 Reimbursement of Project Expenditures and Disbursement of Funds

DOEE will not reimburse the Grantee for any work undertaken before DOEE notifies the recipient of the final award of the grant.

DOEE will reimburse the Grantee only for expenditures incurred to perform work under the grant. In limited cases, DOEE may advance funds at the beginning of the grant period for good cause approved by DOEE at its sole discretion. If the Applicant seeks an advance payment, it must request such payment in its proposal and explain why an advance payment is being requested.

DOEE operates on the District's fiscal year, which starts October 1 of a calendar year and ends September 30 of the next calendar year. The grantee may submit a reimbursement request or an

invoice at any time during the fiscal year for work performed within that same fiscal year. Each request/invoice must include supporting documentation.

Reimbursements will be mailed to the address on file for the grantee. DOEE may make electronic payments in lieu of mailing checks. DOEE generally pays grant invoices 30 days after DOEE receives them.

DOEE will withhold the final 10% invoiced under a grant until all required activities have been completed, including receipt of the final report.

SECTION 7. PROJECTS PROPOSED FOR GRANT FUNDING

7.1 Summary: Project Title and Available Funds

Project Name

Municipalization Study

Introduction

As required by the Council of the District of Columbia in the Budget Support Act of 2016, DOEE is seeking to conduct a comparative study of municipalization. The primary aspect of this study will consist of surveying other jurisdictions that have attempted to municipalize their utilities. This review should include the background, goals, process, and outcomes or lessons learned, of the municipalization efforts. A subset of the study should include a review of innovative practices that utilities are considering or implementing to address the challenges and opportunities presented by the changing energy landscape and consumer demands.

The successful applicant to this grant will identify and review recent municipalization efforts in the U.S., and identify and review innovative practices that forward-looking utilities are considering in order to adapt to energy innovations and changing consumer demands.

Project Period

The project must be completed and final report delivered by September 30, 2017. As a result of the analysis, DOEE may extend the grant period. This period can be extended and additional funding provided, depending upon the performance of the Grantee and the availability of funds.

Available Funding

\$100,000.00

7.2 Project Description

DOEE seeks advice and lessons learned about significant efforts to municipalize utilities in the last 50 years. This study should also research and identify innovative practices considered or implemented by forward-looking utilities to address energy innovations and changing consumer demands in the 21st century.

Specifically, the grantee is expected to review the efforts by local governments to municipalize their utilities. The grantee may propose and include a limited and relevant discussion of cooperatives for this study if the awardee believes the discussion would add value. Overall, this review should describe the background, goals, process, as well as the outcomes and lessons-learned, of the municipalization efforts.

The grant awardee is also expected to supplement the study with a catalogue and analysis of innovative practices of forward-looking utilities that address recent challenges and opportunities brought by energy innovations and changing consumer demands, which practices may help orient the utilities toward becoming a utility of the future. These practices or ideas may include

distributed energy resources, a smart grid, and new incentives and regulatory concepts. Some of the forward-looking utilities may include Southern California Edison, Eversource, Duke Energy, Con Edison, Austin Energy, Chattanooga Electric Power Board, Sacramento Municipal Utility District, and Fort Collins Utilities.

The research and analysis should be provided in a final report with an executive summary and all supporting documents.

7.3 Project Outcomes, Outputs, and Deliverables

Project Outputs

The report will survey other jurisdictions that have attempted to municipalize their utilities including background, goals, processes and outcomes or lessons learned.

Deliverables

1. Conduct interviews and review relevant documents concerning recent municipalization efforts in the U.S.
2. Research and evaluate innovative practices considered by forward-looking utilities, to address the challenges and opportunities of the changing energy landscape and consumer demands in the 21st century.
3. Deliver written report that is succinct, cogent, edited and comprehensive, capturing the above-mentioned research and analysis.
4. Explore the costs incurred by other jurisdictions while undertaking municipalization initiatives.

Proposal Scoring

All proposals will be scored according to the criteria below.

Scoring Criteria	Points
Demonstrates a great depth of expert knowledge and experience in the utility industry.	30
Demonstrates a great depth of expert knowledge and experience in emerging opportunities and challenges for utilities with respect to sustainability.	15
Demonstrates a great depth of expert knowledge and experience in emerging opportunities and challenges for utilities with respect to reliability.	15
Demonstrates a great depth of expert knowledge and experience in emerging opportunities and challenges for utilities with respect to affordability.	15
Demonstrates the capacity and personnel in place to carry out a project with this level of complexity.	10
Proposes a cost-effective project budget and adequate and reasonable justification for the use of funds.	10
Presents a clear and feasible schedule for project deliverables	5

APPENDICES

Appendix 1 – General Terms and Conditions

Appendix 2 – Promises, Certifications, Assertions, and Assurances

Appendix 3 – Cover Sheet

Appendix 4 – Example of Grant Budget

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